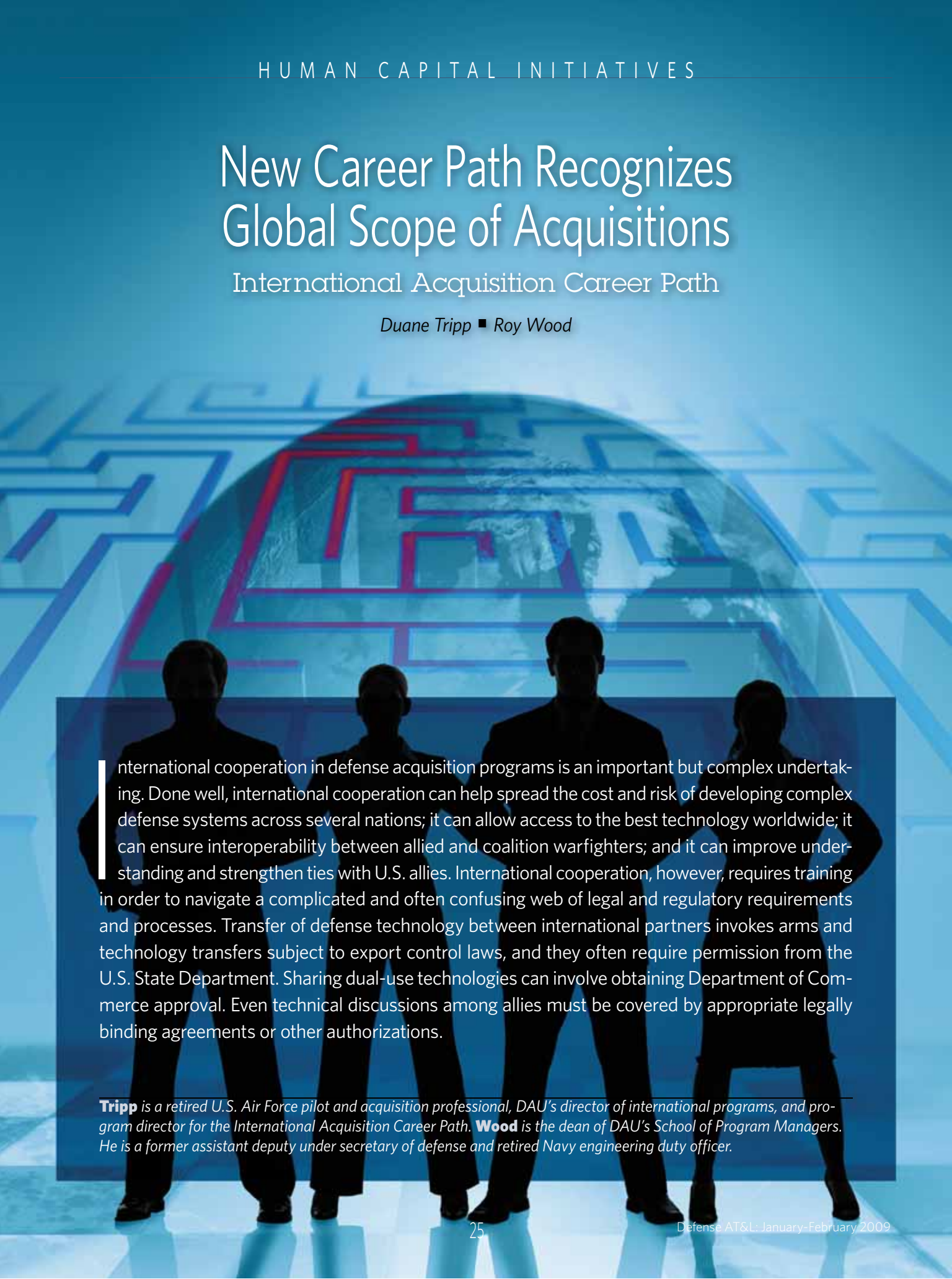


New Career Path Recognizes Global Scope of Acquisitions

International Acquisition Career Path

Duane Tripp ■ Roy Wood



International cooperation in defense acquisition programs is an important but complex undertaking. Done well, international cooperation can help spread the cost and risk of developing complex defense systems across several nations; it can allow access to the best technology worldwide; it can ensure interoperability between allied and coalition warfighters; and it can improve understanding and strengthen ties with U.S. allies. International cooperation, however, requires training in order to navigate a complicated and often confusing web of legal and regulatory requirements and processes. Transfer of defense technology between international partners invokes arms and technology transfers subject to export control laws, and they often require permission from the U.S. State Department. Sharing dual-use technologies can involve obtaining Department of Commerce approval. Even technical discussions among allies must be covered by appropriate legally binding agreements or other authorizations.

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How, then, can the defense acquisition workforce navigate the maze of legal and regulatory requirements to support the international cooperation priorities set by our national leadership? What organizational support and training exist to equip the workforce to meet those requirements? The department's record suggests we haven't yet fully overcome these hurdles and realized the goal of achieving robust international cooperation in many of our major programs, but now things are changing.

A Missing Requirement

The 1990 Defense Acquisition Workforce Improvement Act required DoD to designate acquisition positions that specifically considered 11 functional areas. Since enactment, DAWIA formal career fields and paths have been identified or have evolved for those functional areas in terms of the education, training, and experience necessary for acquisition career progression. "Joint development and production with other government agencies and foreign countries" is one of the 11 functional areas cited in the law. Within DoD, this functional area is commonly referred to as international acquisition. Unfortunately, for 17 years, no career field or career path was established to address this functional area. The area of international acquisition has subsequently been problematic in regards to establishing education, training, career development, and certification standards.

The strength of DAWIA was based, in part, on identifying and developing specific training curricula based on the idea of needed competencies. A competency is a statement that conveys a knowledge, skill, or ability necessary along with a desired level of proficiency for a particular job. There are many competencies that make up a career field or path, and they can be expressed in levels I, II, and III to synchronize with DAWIA certification desires. None existed for international acquisition.

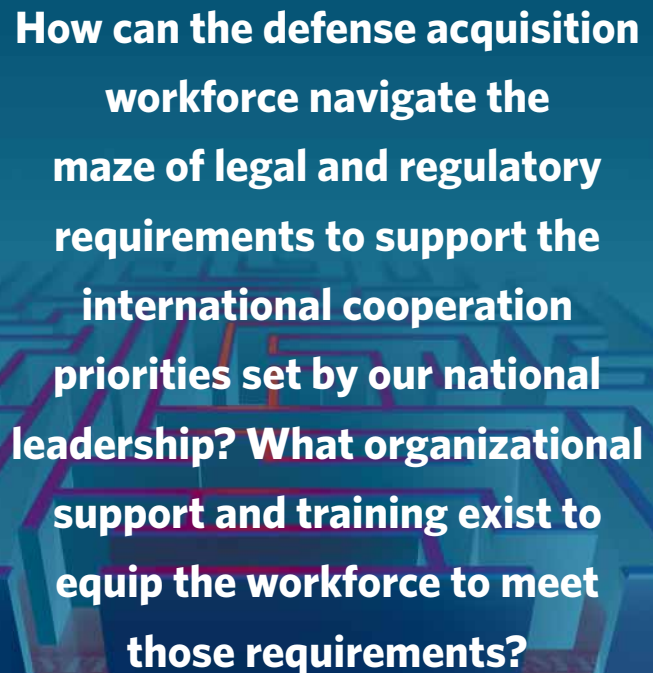
DoD further assigned the military departments the task of managing the people and positions in the defense acquisition workforce to meet DAWIA standards. The military departments and the 4th estate defense acquisition career managers (DACMs) ensure people are trained and certified under the statutory guidelines. Without a career field or path, there was no need to identify what competencies were needed. Without such competencies, there were no clear guidelines on how to design the most effective training. And because there was no career field or path for international acquisition, there was no need for DACMs to manage training. DACMs had no guidance on whom they should manage, or to what standards. This unintended domino effect of problems created barriers to providing the training tools that the international acquisition portion of the defense acquisition workforce needed.

In June 2007, the under secretary of defense for acquisition, technology and logistics (USD(AT&L)) directed the development of a new international acquisition career path (IACP).

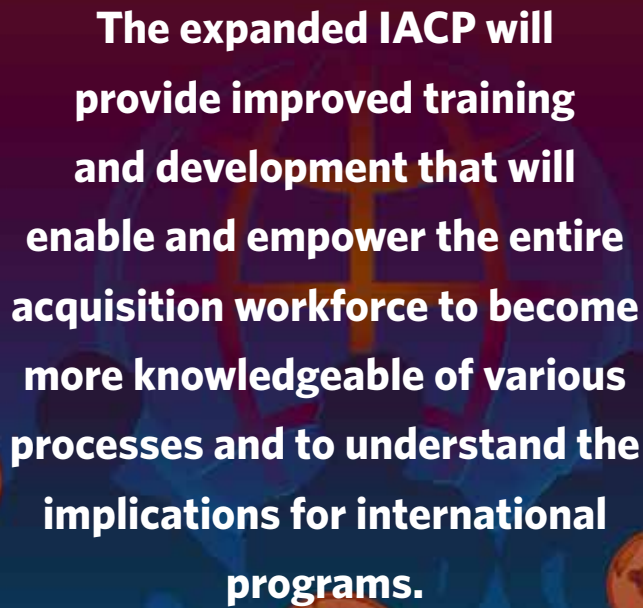
Tailored international competencies within the career fields will be identified and appropriate training developed and deployed. The structure of the career path aligns the complexity of working in the international environment within the context of the acquisition workforce primary functional disciplines.

Deployment of the IACP

As an initial step, the IACP was developed and deployed within the program management career field. The path will eventually supplement other DAWIA functional acquisition career fields. An integrated process team identified the appropriate international competencies necessary for program managers to perform effectively within an international program environment, and to develop the training requirements for the new career path option. The IPT included representation from offices from the USD(AT&L), Army, Navy, and Air Force, as well as the Missile Defense Agency, the Defense Technology Security Administration, the Defense Security Cooperation Agency, the Defense Institute of Security Assistance Management, and the Defense Acquisition University. The IPT also forms the core of an ongoing working group supporting the USD(AT&L) director for international cooperation, who is the functional leader for the new career path and is responsible for its implementation.



How can the defense acquisition workforce navigate the maze of legal and regulatory requirements to support the international cooperation priorities set by our national leadership? What organizational support and training exist to equip the workforce to meet those requirements?



The expanded IACP will provide improved training and development that will enable and empower the entire acquisition workforce to become more knowledgeable of various processes and to understand the implications for international programs.

International competencies for the program management career field are listed in the table on the following page. Those program management competencies apply to both the international armaments cooperation (IAC) as well as the security assistance (including foreign military sales) environments. A numbering protocol applies to these competencies. Competencies beginning with 1 apply to the international acquisition environment, with 2 apply to strategy and planning for international involvement, and with 3 concern international business processes and tools.

IACP Applicability

Current guidelines require that the international acquisition career path apply to acquisition workforce personnel in the program management career field who provide support to international acquisition programs and technology projects in which more than 50 percent of the work is international-related. International-related applies to:

- A program that has been designated by the USD(AT&L) or a component acquisition executive as an international program or one that has high-potential for future foreign military sales or international direct commercial sales
- A program whose technology development strategy or acquisition strategy has identified a potential international system or cooperative opportunity
- An existing program with an international agreement pending or in force
- A program associated with an international sale, lease, or logistics support involving U.S. defense equipment.

The above criteria are the guidelines for a survey that is being conducted over the next several months to more accurately

characterize the numbers and positions of people in the international acquisition career path.

DAU IACP Training

The new program management IACP has three levels of international training courses offered at DAU. The 2009 DAU catalog, available at <www.dau.mil>, contains the additional course training requirements for the program management IACP for certification at the entry level (I), intermediate level (II), and advanced level (III).

At Level I, three online training modules are required: International Armaments Cooperation Parts 1, 2, and 3. Each of those self-paced modules is approximately two hours in length. The modules introduce the history and functioning of IAC. The modules have been revised to reflect changes related to the Sept. 11, 2001, terrorist attacks and their impact on international acquisition cooperation. The modules specifically address the Office of the Secretary of Defense and DoD component reorganizations that streamline the development and execution of IAC and provide updated information on the multilateral and bilateral forums and bodies that promote IAC.

Level II training requires the completion of two additional two-hour online modules and two one-week residency courses. The first online module is the Information Exchange Program-DoD Generic for Research Development Test and Evaluation, which explains the information exchange program, why it should be used, and how the workforce can execute information exchanges responsibly. It is supplemented by Army- and Navy-specific modules. The second online module is Technology Transfer and Export Control Fundamentals, which explains the fundamentals of technology transfer, export control, and international security and program protection. The first residency course, the Multinational Program Management Course (PMT 202), describes the roles and responsibilities of the acquisition workforce, government agencies (including the State Department and DoD), and foreign governments in international cooperative development and security assistance. It also describes the agreements that support U.S. international cooperation policy.

One specific requirement has been mandatory since 1999 by the deputy secretary of defense's direction, which states "All DoD personnel responsible for negotiating, overseeing, managing, executing, or otherwise participating in international activities shall successfully complete" the International Program Security Requirements Course offered by the Deputy to the Under Secretary of Defense (Policy) for Policy Support or the International Programs Security and Technology Transfer Course (commonly called the International Security and Technology Transfer/Control Course) taught by the Defense Systems Management College.

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International Acquisition Career Field Competencies

Level I Competencies

- 1.1 - Identify statutory, regulatory, and policy requirements
- 1.2 - Identify stakeholders
- 1.3 - Describe international program security and technology transfer procedures
- 2.1 - Differentiate between a United States and an international strategy
- 2.2 - Identify international elements of technology development and acquisition strategies
- 2.3 - Outline proper international technology security considerations
- 3.1 - Describe Pol-Mil principles as part of customer/partner relationships
- 3.2 - Describe international acquisition management tools

Level II Competencies

- 1.1 - Identify and apply statutory, regulatory, and policy requirements
- 1.2 - Identify and coordinate with stakeholders to determine common positions
- 1.3 - Use international program security and technology transfer procedures
- 2.1 - Plan an international strategy—both cooperative and security assistance
- 2.2 - Plan and modify technology development and acquisition strategies to incorporate international considerations
- 2.3 - Employ proper international technology security
- 3.1 - Apply Pol-Mil principles to customer/partner relationships leading to signed letters of offer and acceptance or international agreements
- 3.2 - Categorize the technical capabilities of your customer/partner
- 3.3 - Support international agreement negotiation
- 3.4 - Identify international program contracting impacts
- 3.5 - Develop funding strategies for international programs
- 3.6 - Employ international acquisition management tools

Level III Competencies

- 1.1 - Assess and integrate statutory, regulatory, and policy requirements
- 1.2 - Organize and blend stakeholders' needs and requirements
- 1.3 - Recommend, justify, and defend international program security and technology transfer procedures
- 2.1 - Formulate an international strategy—both cooperative and security assistance
- 2.2 - Critique and recommend technology development and acquisition strategies to incorporate international considerations
- 2.3 - Employ and validate proper international technology security
- 3.1 - Integrate Pol-Mil principles into customer/partner relationships
- 3.2 - Assess and evaluate the technical capabilities of your customer/partner
- 3.3 - Conduct international agreement negotiation
- 3.4 - Select and evaluate international acquisition management processes

The International Security and Technology Transfer/Control Course (PMT 203) describes the various laws, policies, and processes necessary to develop system and contractor classification and guidance for the control of critical program information. The course also describes national security policy issues and export/import licensing constraints (as defined by the departments of State, Commerce, Treasury, and Customs).

International program management Level III requires completion of a one-week residency course, the Advanced International Management Workshop (PMT 304). This course prepares professionals to participate effectively in the development and negotiation of defense armaments cooperation agreements ranging from simple data exchange agreements to complex cooperative development, production, and support agreements.

It is important to note that these mandatory courses for the IACP are in addition to all existing training requirements for the program management career field. However, the total IACP addition to the existing training requirement for the career field represents only 10 hours of online training and three weeks of resident training to attain IACP Level III competency.

Adapting IACP into Other Career Fields

The program management IACP is just the first step in addressing international acquisition across DoD. The long-term objective is to assess the competency requirements and training needs within the remaining acquisition career fields and determine, in concert with the career field functional leaders, specifically which career fields would benefit from a tailored IACP. In September 2008, the USD(AT&L) added an initiative to his *Strategic Goals Implementation Plan*—Strategic Thrust #3, which is to “take care of our people” by creating the future acquisition workforce. Part of that plan is to define IACPs and training requirements for other career fields.

When complete, the expanded IACP will provide improved training and development that will enable and empower the entire acquisition workforce to become more knowledgeable of various processes and to understand the implications for international programs. The direction and structure is in place to implement the new career path, and elements will evolve over time as the needs of international acquisition career path professionals are refined. The international acquisition career path is a step forward in improving acquisition outcomes and meeting the policy intent of greater cooperation with key allies. In the end, effectively sharing the burden and benefits of defense development efforts with international partners will benefit the American taxpayer as well as U.S., allied, and coalition warfighters.

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